

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF AIR QUALITY ANNUAL GOALS FY 2001

I. DAQ STRATEGIC GOAL

PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

Measures:

- | | | |
|-----------------------------|----|---|
| CPM→
A1,P2
CPM→
A2 | a. | National Ambient Air Quality Standards are attained and maintained. |
| | b. | National Emission Standards for Hazardous Air Pollutants are attained and maintained. |
| | c. | PSD Increments are protected. |
| | d. | State Implementation Plans (SIPs) are developed to attain and maintain air quality. |
| | e. | Regulated community compliance status improves. |
| | f. | Monitoring network collects appropriate and valid data. |
| | g. | Appropriate emission inventories are completed and trends developed. |
| | h. | Appropriate permits are issued in accordance with the Clean Air Act and State law requirements. |

DIVISION ANNUAL GOALS

- CPM→ 1.** Appropriate SIPs are developed and implemented in all areas of the state.
A6

Measures:

- a. Take appropriate and timely actions to ensure continued attainment of the PM10 NAAQS while assisting with transportation conformity requirements.
- b. An SO2 Maintenance Plan is prepared and submitted to EPA for review and approval by December, 2000.

- CPM→ 2.** Existing SIPs are implemented
A7

Measures:

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. A process for implementing VOC CTG's is developed within 30 days of publication by EPA of a new VOC CTG, if appropriate to the State.
- c. The implementation of the government agency Employer-based Trip Reduction Program required in the Ozone Maintenance Plan. Statistics are under review to determine the progress of individual agencies in meeting their six-year 20% drive-alone reduction goal. If appropriate, a revision in the program will be proposed by June 30, 2000.

- CPM→ 3.** Appropriate Inventories are developed and improved.
A5, A9

Measures:

- a. The Title V 1999 inventory is prepared by August 15, 2000.
 - b. A 1999 HAP inventory is prepared by August 15, 2000.
 - c. EPA delayed the submission date for uploading the 1997 major source annual inventory. Submit the inventory when a new date is established.
 - d. An ammonia inventory is completed by October 1, 2000.
4. PSD increment tracking continues to meet federal requirements.

Measures:

- a. Major Sources are assessed for increment consumption as permits are issued.
 - b. A work group involving staff from the Technical Analysis, SIP Development, NSR, Monitoring, and OPs Sections is formed to study a methodology for assessing minor source SO_x, NO_x, and PM.
 - c. PSD assessments will be addressed in the design of the NSR database permitting system that is under development.
5. Maintain an adequate ambient air quality monitoring program according to 40 CFR part 58 to assess public exposure to air pollutants and to determine attainment status.

Measures:

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
 - b. PM 10 monitoring sites are reviewed and sited as necessary.
 - c. A mercury monitoring network is established as required by EPA regulations.
 - d. Toxic air pollutants are monitored at Grantsville as determined necessary.
 - e. Appropriate participation in the Improve Steering Committee and WRAP Monitoring Committee.
 - f. The need for an ammonia monitoring network is reviewed and coordinated with EPA and appropriate sections in DAQ.
 - g. Locations for new monitoring sites are based on current emission inventories and air quality modeling.
 - h. For PM 2.5 develop and implement a database management plan that meets EPA requirements reporting and quality assurance requirements.
6. Implement Urban Airshed Modeling for Utah County CO redesignation, and ozone formation along the Wasatch Front as it applies to the new ozone NAAOS.

Measures:

- a. Evaluate and incorporate available meteorological and air quality data that is applicable to UAM modeling.
 - b. Develop two new episodes from the summer of 1998. These episodes will be evaluated with the new 8 hour ozone standard. A part of this evaluation will be to address the adequacy of UAM-IV as an analysis tool for a potential 8-hour ozone SIP.
 - c. Based on the outcome of negotiations between EPA and Utah County, begin a reanalysis of CO in the Provo/Orem area. Modeling protocol development for a UAM CO study will commence upon completion of the PM10 SIP revision.
 - d. Secure funding and participate in a year long meteorological study with the University of Utah to incorporate more robust meteorological modeling in to the UAM modeling process; January 2000 to January 2001.
7. Pro-active pollution reduction measures are reviewed and implemented as appropriate.

Measures:

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.
- GRN→ b. Phase II of the EPA Greenhouse Gas grant is completed and sources where significant green gas reductions are possible are identified.

8. Maintain and assist the compliance status of air pollution sources in the State.

Measures:

- a. Maintain for review by EPA and the State compliance of stationary sources through the compliance monitoring strategy by November 15, 2000.
- ASB→ b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.
- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.
- LD→ d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.

- e. A method is developed and implemented to use the inventory data to verify synthetic minor / de minimis source status, coordinate HAPs inventory data with TRI data, and verify allowable vs. actual emissions as part of the new NSR data base system.
9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

Measures:

- a. An Operating Permits Program is implemented as described in program approval from EPA.
 - b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.
10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

Measures:

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
 - b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
 - c. Hazardous air pollutants (HAP) emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
 - d. Streamline permitting process by developing more permits by rule, general permits, and upgrading permitting forms.
 - e. Continue making improvement in the implementation of the de minimis rule and flexibility provisions.
 - f. Complete review of permitting process and document processes/procedures for redesign of the NSR database user-interface to support NSR permitting.
11. Continue issuing pollution control facility certifications for sales tax exemption

Measure:

Pollution control facility certifications are issued within 120 days from the application date

12. Quality Assurance programs are reviewed for effectiveness.

Measures:

- a. Statistical quality standards are met.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

II. DAQ STRATEGIC GOAL

INVOLVE OTHERS IN THE PROCESS

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

Measures:

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

DIVISION ANNUAL GOALS

1. The rules of the Air Quality Board are reorganized and rewritten to be more clear and usable.

Measure:

Progress in implementing Phase II (Non-Substantive changes, and NOT changing the intent of the rules - CAA references, capitalization, etc.) and Phase III (Substantive and possibly changing the intent or clarifying the intent of the rules) continues.

2. The internal rule-writing procedures document is completed.

Measure:

The rule writing procedures document is developed in coordination with legal staff, presented to managers in DAQ Quality Council, presented to individual sections in section meetings, and made available to all staff of the Division.

3. The web site is enhanced to increase the availability for public usage.

Measures:

- a. Provisions are made for external customers to comment on proposed rules, submit inventory data, and submit NOIs via the web, as well as providing clear and accurate information via the web.
- b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc. The Mobile Sources Section will work with the web master to create a Mobile Sources web page.

OS→

- c. The Division web structure conforms to the Department's 24-7 Program allowing external and internal customers a single access point for environmental data.

4. Involve affected entities in the rulemaking, SIP development, and permitting process

Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
- b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.

- c. Stakeholder work groups are used as the primary vehicle to revise the PM10 SIP.

SBA→ 5. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.

Measures:

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.
- b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
- c. Voluntary on-site assistance is provided.
- d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better provide assistance needs.
- e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.

6. DAQ internal communications will be improved.

Measures:

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
- b. Performance plans will be prepared that include responsibility for involving internal customers in each employees work product.

7. Provide technical support and application development of Geographic Information Systems (GIS) technology.

Measures:

- a. Develop operational AMC desktop visualization of air quality and meteorology data as software capability and expertise become available.
- b. Use the development of the AMC desktop visualization as starting point for a more feature rich, web based GIS environment to provide inter-departmental access to DEQ data. This GIS environment will be JAVA program based,

integrated with the DEQ/DAQ data base and has been named the Java Utah GIS (JUGIS).

- c. On-going development of visualization application(s) for UAM output.
- d. Continue support of modeling efforts with GIS application already developed, accommodating changes as needed by the modeling staff.
- e. Provide continued modeling and GIS analysis to the QGET/ Envision Utah partnership.

III. DAQ STRATEGIC GOAL

PARTNER WITH OTHER IN-STATE GOVERNMENT AGENCIES

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

Measures:

- a. Partnership satisfaction and feedback.
- b. Appropriate areas of responsibility are defined for DAQ and local agencies.
- c. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.

DIVISION ANNUAL GOALS

- 1. Work to implement the MOU to address controlled, prescribed, and wildland fires in Utah.

Measures:

- a. The Smoke Management Coordinator Program is implemented by the State in cooperation with affected federal and state land managers.
- 2. Participate as appropriate in activities of other partner agencies.

Measures:

- a. Consultation procedures and a Transportation Conformity SIP are developed and submitted to EPA upon validation of the process during the revision of the PM10 SIP.
 - b. DAQ staff are involved in planning activities of UDOT and UTA.
 - c. DAQ staff works with the local health departments to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the division.
 - d. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
 - e. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Actively participate in the work of local planning agencies and organizations.

Measures:

- a. Envision Utah considers air quality in the evaluation of its alternative growth scenarios.
 - b. Participate in the refinement and analysis of the Envision Utah Preferred Growth Strategy.
 - c. Participation in Clean Cities which promotes the use of alternate fuels and alternate-fueled vehicles for state/local governments.
 - d. Work with Cool Communities and EPA to establish SIP credits for urban heat island mitigation measures.
 - e. Advice will be provided on fuels issues to improve air quality in Utah.
 - f. Participate with UDOT and local governments in Context Sensitive Design initiatives to enhance stakeholder involvement in transportation projects.
4. Coordinate with other divisions within DEQ on cross-divisional issues.

Measure:

Publicly Owned Treatment Works (POTW) rules are developed for review and approval in close cooperation with the Division of Water Quality.

5. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

Measures:

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
- b. Provide technical assistance to LHD I/M program staff.

- MSOA→ 6. The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

Measures:

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
 - b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
 - c. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
7. Work with EPA to complete federal actions on backlog of State submittals

Measure:

Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

IV. DAQ STRATEGIC GOAL

MAINTAIN DELEGATION OF FEDERAL PROGRAMS

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

Measures:

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly, and changes are made to ensure continued authority, applicability and enforceability.

DIVISION ANNUAL GOALS

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs.

Measure:

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
- b. CTGs that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
- c. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.

2. Continue to submit data to EPA as required by EPA.

Measures:

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. As the federal database is revised and implemented, local capabilities to upload data are upgraded.

- d. The data base is monitored on an ongoing basis for accuracy and completeness.
 - e. Data summary reports are printed for regulatory and public use as appropriate.
3. Implement federal NSR reform as appropriate.

Measure:

Within 90 days of promulgation of NSR reform regulations, begin development of appropriate changes to affected sections of the rules of the AQB.

V. DAQ STRATEGIC GOAL

INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

Measures:

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

DIVISION ANNUAL GOALS

- 1. Active participation in appropriate Utah, regional, and national policy-making organizations.

Measures:

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, and STAPPA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.

OLY→ 2. Actively participate in planning for the 2002 Winter Games.

Measures:

- a. Promote use of alternate fueled vehicles.
- b. Promote use of alternate transportation methods.
- c. Participate in the Department and EPHA 2002 Winter Games committees.
- d. Participate in the SLOC Transportation Committee.
- e. Assist in developing an air quality plan for the Games.

VI. DAQ STRATEGIC GOAL

INCREASE PUBLIC AWARENESS

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

Measures:

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

DIVISION ANNUAL GOALS

- 1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

Measures:

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
- b. The Spare-the-Air campaign is implemented and supported.
- c. No-drive-days and no-burn-days are implemented and supported.

- d. Information regarding alternate commute options is provided to appropriate agencies.
- 2. Annual reports are prepared and provided to interested individuals.

Measure:

Annual reports are prepared and provided to the legislature and other appropriate government agencies as funds are made available.

- 3. Develop a school education presentation for use by DAQ employees or others.

Measures:

- a. Working with DEQ staff, partner with local colleges and universities to support their environmental engineering programs and assist them to strengthen their air quality-focused programs.
- 4. Promote other forms of public outreach.

Measure:

Work with DEQ staff to participate in public outreach efforts as opportunities are provided and appropriate.

DIVISION OF DRINKING WATER
FY 2001 GOALS

MISSION STATEMENT:

To protect the public against waterborne health risks through assistance, education and oversight.

ENVIRONMENT

DEQ STRATEGIC GOAL:

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, clean-ups, emissions reductions, public education and cost effectiveness of controls.

Measures:

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and achievement of objects.

- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DDW STRATEGIC GOAL:

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

Measures:

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.
- e. Number of percentage of community water systems (and population served) with one or more violations of health-based requirements during the year, reported separately for violations of the SWTR, TCR, Nitrate, Lead and Copper Rule, and all other regulated contaminants.
- f. Percent of community and non-transient, non-community water systems (and population served with lead levels in drinking water exceeding the action level in the Lead and Copper regulation.
- g. Number of unfiltered systems not in compliance with SWTR requirements and population served.

DDW ANNUAL GOALS:

- 1. Improve the quantity and quality of sanitary surveys.

Measures:

- a. Measure to determine if 250 surveys have been performed and data has been entered into the computer.
- b. Measure to determine how many surveys have been completed by

each group and inform those seriously deficient of the need to get them done.

- c. Perform assigned sanitary surveys.
- d. Enter sanitary survey deficiencies into database within 30 days of completion and/or receipt of the survey.
- e. Spot check the quality of the surveys and inform those that are not providing the appropriate data, what information they are missing and how they can improve or correct it.

**2.
efficiently**

Implement geographic information system (GIS) applications to

deliver relevant data to DDW staff, the Drinking Water Board, and the public.

Measures:

Present

- a. Develop training for personnel using the GPS data loggers.

the training to those people who do sanitary surveys, witness well groutings, or visit water sources for other reasons.

diversion

- b. For surface water diversion points - Check database for number

points for which we have a location. Determine: what type of feature was located, what method was used, and accuracy of the location data.

sources in

- c. Develop protection zone delineation methods for ground water

non-community (transient) water systems.

- d. Add functions to the existing GIS applications such as maps of drinking water sources and protection zones, search for water sources and potential contamination sources within a specified radius of a water source, and additional themes as requested and as they become available.

source

- e. For groundwater sources - Develop methods to obtain existing

location data from the U.S. Forest Service and the Utah Division of Water Rights.

perform
source in

f. Develop a process to obtain accurate GPS locations in the field, the differential corrections, and link the location to the correct the new database.

DAD

g. Maintain existing DDW GIS applications by updating files as the database is updated. Develop link to new database, when the new database is implemented.

and
by

h. Coordinate with contractor to digitize up to 500 source locations accompanying protection zones. Number of sources may be limited funding.

i. For groundwater sources - Obtain location data for 300 sources in public water systems. This means that out of 2,660 public sources, we will increase the number of ground water sources with location data from 2,050 to 2,350.

75%

j. For surface water diversion points - Obtain an accurate location for of the points for which we currently do not have a location, or for which the existing location data is not within useful limits.

3. Improve compliance actions in order to prevent sources of drinking water that are not approvable, and to reduce the current number of "not approved" sources in use.

Measures:

a. Determine the use status of PWS's that have Preliminary Evaluation Reports that are currently disapproved. If it is determined that a PWS is using an unapproved source, take appropriate compliance action to get it approved or order them to stop using it.

4. **Under Utah Code 10-8-15, only cities of the First Class have jurisdiction to protect their watershed. Promote adoption of and take a leadership role in amending the code to allow all municipalities to protect their drinking water source watershed.**

Measures:

- a. Brief and obtain concurrence from Utah League of Cities and Towns. Obtain agreement to sponsor appropriate legislation to promote this change.
 - b. Brief and obtain concurrence from Dianne and Brent.
 - c. Obtain sponsorship or leadership from a legislative member or members on this code change, or obtain agreement for ULCT to do same.
 - d. Support efforts by ULCT or other sponsor to amend 10-8-15, including meetings with legislators, if needed.
5. **Implement EPA Rules. When EPA proposes a rule, we will study their impact on Utah PWS's, prepare appropriate comments, and encourage the affected PWS's to comment. Finalize each rule by developing an appropriate State Rule, and implement it.**

Measures:

- a. Radionuclides Rule - Develop and implement the State Rule when the final rule is published.
- b. Lead and Copper Rule Revisions - Develop and implement the State Rule when the final rule is published.
- c. Unregulated Contaminant Monitoring Rule - determine which systems are affected and work with EPA in their sampling efforts
- d. Radon - Develop and implement the State Rule when the final rule is published.
- e. Long Term Enhanced Surface Water Treatment Rule and Filter Backwash Rule - prepare comments and encourage affected systems to comment. Develop and implement the State Rule when the final rule is published.
- f. Stage 2 D/DBP Rule and Long Term 2 ESWTR - when proposed in February of 2001, prepare comments and encourage affected systems to comment.

- g. Arsenic Rule: prepare comments and encourage water systems to comment.
- h. Ground Water Rule - prepare comments and encourage water systems to comment.
- i. Public Notification Rule - Develop State Rule and implement.

6. OpCert - need to raise the number of certified Small System operators from 30% to 80%.

Measures:

- a. Cooperate with Rural Water, UVSC and AWWA's small systems committee to promote operator certification amongst community systems serving less than 800 people and all non-transient non community systems.

7. Provide more responsive customer service relating to plan approval and operation permit issuance.

Measures:

- a. A QAT comprised of engineering and compliance staff will be appointed to review the current process and identify those areas of discontinuity.
- b. QAT will propose changes in procedures to eliminate or minimize the discontinuities.

8. How best to characterize a source's capacity (yield), be it a well, spring, or surface source.

Measures:

- a. Contact PWS's and ask that they calculate the number of ERC's they serve and report this with their "Utah Water Use Data Form" to the Division of Water Rights.

Calculate ERC's by using meter readings to determine the average annual

amount used by true single family residential connections, then dividing this amount into the annual amount used by connections which are not single family residential.

- b. EPA in it's June 1994 "Drinking Water Glossary: A Dictionary of Technical and Legal Terms Related to Drinking Water" defines "safe yield" as the annual quantity of water that can be taken from a source of supply over a period of years without depleting the source beyond its ability to be replenished naturally in "wet years".

Work with the Utah Division Water Resources, Division Water Rights, and USGS (publishers of cooperative investigative reports such as No 35 - Ground-Water Conditions in Utah - Spring of 1995) and identify areas where the water-level change is in decline.

- c. Use information garnered from task one and two and attempt a valuation of peak-day system demands compared to source capacity and compared to the recommendations presented in current rules.

9. Renumbering Rules

Measures:

- a. Renumber those rules that must be amended because of changes or modifications required by federal regulation.
- b. Renumber remaining rules to conform to the scheme approved by the Board.

10. Clean-up the Kennecott groundwater contamination and place the water to beneficial municipal use.

Measures:

- a. Work with the design team from Jordan Valley and Kennecott to set-up a pilot study and design development of the water treatment plant. Focus on teamwork and partnership in identifying and resolving problems.
- b. Comment on JVWCD/KUCC proposals. Coordinate review and approval process for the membrane treatment process. Attend and participate in

meetings of the Technical Review Committee.

- c. Develop monitoring requirements and a report form for reverse osmosis water treatment plants.

11. Second Home Subdivision. Subdividers need one primary information source - should be the Division.

Measures:

- a. Develop guidance for developers and DDW staff that outlines minimum requirements for usage data that meets the 90% confidence level where exceptions to the rule are requested.
- b. Develop guidance to assist developers with understanding the rules for drinking water systems serving recreational properties.
- c. Distribute easy to understand guidelines/presentations to the Division of Real Estate, Real estate forums, and local planning agencies.

12. Complete development of DDW's Internal Database (with links to DE's, LHD's, Certified Laboratories, Water Systems, Consulting Engineers, Rural Water, Small System Committee of AWWA, EPA.)

Measures:

- a. Work with the contractor during weekly meetings during the entire extent of the development project to ensure that all of DDW's use cases and subsequent needs are acceptably completed.
- b. During the course of database development and in connection with the weekly meetings, receive input from: Water System personnel, RWAU staff, DE's, LHD's, Certified Laboratories, Consulting Engineers, and the Board on selected use cases and prototype modules to ensure to the greatest extent possible that external customer needs are also being met.

13. Define DDW process and database elements to consistently track submittals related to a given project.

Measures:

- a. Establish a tracking system for tentative, non-public systems and sources.
- b. Modify database design to tie in new source review, source protection and

plan review databases into new tracking system.

- c. Assign appropriate tracking numbers to existing non-public systems and sources.
- d. Web-enable tracking information.

14. Improve timeliness, completeness and accuracy of our electronic data. It appears that the New Source Review database, the Sanitary Survey/IPS database, the Backflow Technician database, and the Hot Spots database need attention.

Measures:

- a. Do spot-check survey of DMAC and DAD to assess completeness and accuracy.
- b. Work to correct weaknesses in databases.

15. Upgrade the IPS to include engineering elements, treatment facilities, and other items currently not tracked as identified by the other sections. Make the IPS program applicable to financial assistance, capacity development and planning advance issues.

Measures:

- a. For the June 9, 2000 Board meeting have prepared ideas for discussion concerning loan priority scoring and eligibility. Include in the discussion desirable or necessary changes to the capacity development program associated with each of these ideas. Also include ideas for setting loan interest rates, better defining hardship, and more clearly delineating boundaries for planning advances.
- b. Prepare comparative scoring of five systems under the current and proposed IPS. Also compare for the same systems capacity development data and loan priority ranking under present and proposed practice.
- c. For the January 2001 Board Meeting, have prepared for Board authorization to go to final rule making a new Improvement Priority System and revised Rules governing the financial assistance and capacity development programs. Include in these Rules all elements identified by the work group, and all calculation formulas necessary to make the Rules functional.

CUSTOMER SERVICE & PARTNERSHIP

DEQ STRATEGIC GOAL:

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through cooperative efforts.

Measures:

- a. Recognize that customers include the regulated community, stakeholders, co-workers, and all interested parties.
- b. Make timely decisions.
- c. Improve coordination with internal and external customers.
- d. Provide effective communication, timely information and clear direction to customers.
- e. Encourage public involvement and informed decision-making.
- f. Involve customers in the rulemaking process.
- g. Work with customers to solve problems.

DDW STRATEGIC GOAL:

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate and courteous exchanges of information.

Measures:

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

DDW ANNUAL GOALS:

1. **Help small water systems comply with treatment requirements by providing information on cost-effective treatment options.**

Seminars on treatment for small systems.

Measures:

- a. Run searches on the internet on "small water systems", "water treatment", treatment technologies, etc. Create bookmarks at worthwhile sites. Categorize and create homepage links to selected sites.
- b. Do a search using DAD of DDW's library on "small water systems" and "water treatment." Review the literature, identify useful information, and compile references, summaries, etc. Post selected material on our homepage.
- c. Obtain information from NSF on their treatment verification program and share it with staff.
- d. Collect and review vendor's literature related to small water systems treatment. Organize the literature in a filing cabinet or library and reference them in DAD.
- e. Provide training at the Winter RWAU conference on findings.
- f. Invite vendors to give one- or two-hour presentations to DDW staff members on various treatment technologies.
- g. Make this information available to DDW staff, district engineers, RWAU staff, and health departments via the internet, e-mail, and personal contacts.

2. Collect water system e-mail addresses.

Measures:

- increase
- a. From DAD's count of 453 community water systems in Utah, from 43 to 227 (i.e., 50%) the number of community water systems for which an e-mail address can be identified and verified via a test e-mailing.

3. Actively seek feedback from our customers.

Measures:

- a. Send out questionnaires to random water systems, engineers and

other

recently

customers. Also, send out questionnaires to those who have dealt with division staff on issues.

b. Tabulate results of questionnaires and prepare written report.

4. Increase awareness of the ability of the Drinking Water Board to provide funding to privately owned community systems and private non-profit non-transient noncommunity systems.

Measures:

Drinking

Permanent

- a. An assigned engineer will prepare a white paper in which the Water Board's financial assistance authority will be examined and compared to those of the Board of Water Resources and Community Impact Board. The white paper will emphasize the authorities relating to the funding of privately owned drinking water systems. The white paper will present its findings in a brief concise manner suitable for public dissemination.

5. Help make the web an informational resource for DDW's customers. Participate in the Department's 24x7 internet presence project. Maintain and enhance the Division's web site.

Measures:

DDW

management in
ownership of web

plan

- a. Speak with staff and management to determine what additional information should be available on the web.
- b. To the greatest extent possible, involve DDW staff and our web presence. Encourage staff members to assume site information and help assure that it is current and accurate.
- c. Make new information available on the web. Possibilities include review status, source protection status.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL, AND TRIBAL GOVERNMENTS

AGENCIES

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DDW STRATEGIC GOAL:

Administer program and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

DDW ANNUAL GOALS:

1. **Provide training to Utah League of Cities and Towns, APA (a planners group), local governments and financial institutions on capacity development, zoning issues as related to source protection and issues related to non-community subdivisions.**

Measures:

- a. DDW representatives will attend the annual APA meeting and annual League of Cities and Towns meeting with presentations/education as per

DDW goal above.

- b. In conjunction with the Division of Water Quality (DWQ), meet with 4 rural counties per year on a rotating basis (approximately one per calendar quarter). DWQ will provide separate training/education on TMDL's and watershed basin planning in conjunction with DDW training/education as per DDW goal above.

2. Ensure that our quarterly data submissions to EPA are timely and accurate.

Measures:

- a. Train staff members responsible for EPA rule implementation their roles in ensuring data is accurate, timely, and they understand correcting error reports.
- b. Meet all quarterly submission dates for all federal rules by the established dates.
- c. Correct all error reports within two weeks of receipt (Note, this will become a function of the database manager).

3. Coordinate with and provide training to Water Resources and Rural Development Boards and staff.

Measures:

- a. Contact the Rural Development staff and Water Resources staff to set up training relative to Drinking Water initiatives and connecting points.
- b. By December 31, 2000, conduct the agreed upon training.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with Local Health Departments and Local Governments.

- Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- The Environmental Services Deliver Plan delineates roles and responsibilities and

establishes accountability between the Department of Environmental Quality (DEQ), local health departments and local governments.

- Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by DEQ and LHD's and local governments are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

DDW STRATEGIC GOAL:

Provide education, technical assistance and support amongst: local, state, federal, and private entities.

Measures:

- a. Attend and participate, when invited, at local government meetings.
- b. Positive program direction relating to local government.
- c. Assessment of Environmental Services Delivery Plan.
- d. Notify LHD's in advance of staff visits to LHD area of responsibility.

DDW ANNUAL GOALS:

1. Improve communication with Local Health Departments

Measures:

- a. Semi-annually in July 2000 and January 2001, query local health department officials as to their satisfaction of DDW staff notification.
- b. When invited, attend local health department meetings and participate in the suggested topics.
- c. Every three months, beginning in July 2000, remind staff in staff meetings

and/or e-mails to notify local health departments and district engineers when staff will be in the local area.

2. Support local governments in ensuring public water systems provide safe drinking water during the Olympics.

Measures:

- a. Participate in training of local government officials relating to anti-terrorism measures.
- b. Conduct sanitary surveys on public water systems identified by local health officials.
- c. Follow-up with water systems identified with significant deficiencies (health and security related) by June 30, 2001 to ensure they will be viable by August 31, 2001.

EMPLOYEES

DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- Employee participation in achieving strategic and annual goals is essential.
- Teamwork and problem solving are essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development.
- DEQ actively promotes wellness.
- Employees will perceive DEQ as a desirable place to work.

- DEQ is effective in recruiting and retaining quality employees.

Measures:

- Employee's feedback.
- Individual performance standards reflect annual goals and performance reviews are based on those performance standards.
- Employee's statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- Employee recognition programs are in place, utilized and meet employee and management needs.
- DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

DDW STRATEGIC GOAL:

The success of the employees determines the success of the DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

Measures:

- Employee's assessment of job assignments.
- Employee's assessment of program direction.
- Implement and maintain successful Quality Recognition Program.

DDW ANNUAL GOALS:

- 1. Ensure DDW staff are technically capable to support the DDW mission through various training opportunities.**

Measures:

- Coordinate with Dept. of Natural Resources to provide training on endangered species and wetlands issues. Training to be conducted by November 30, 2000.
- Provide training to staff on changes to the IPS Rule.

- c. In conjunction with Division staff meetings, provide training on the Enhanced Surface Water Treatment Rules, Groundwater Rule, Arsenic Rule, Radon Rule, Public Notification Rule, Source Water Protection Rule, and any other new rule that is proposed.
- d. Ensure staff have ample opportunity to receive training, within available resources, to accomplish their functions.

2. Continue to improve inter-section communications.

Measures:

- a. On any written correspondence or verbal communication with an internal or external customer, consider the implications on others. While you may be specialists in one or two areas, you also need to be enough of a generalist to understand how rules outside your expertise may impact others. Continue to use email or visit others in their offices to discuss various issues.

3. Evaluate and enhance employee morale.

Measures:

- a. Develop and distribute to DDW employees, a questionnaire or survey instrument designed to answer the following questions: a) Do we have a problem with employee morale in DDW?, b) If we do have a problem or problems, what is it?, and c) What could be done to solve the problem? Receive responses from employees and follow-up where needed to ensure a high response rate (preferably, 100%).
- b. Analyze responses to the questionnaire (described in Task 1 above) to determine: a) the extent and severity of any employee morale problems that may exist, and b) what, if anything, might reasonably be done to address these problems and improve morale.
- c. Depending on what the analysis in previous task shows, begin to take action to solve these problems.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

DEQ STRATEGIC GOAL:

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

- a. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers' trust in DEQ is developed and enhanced.

DDW ANNUAL GOALS:

- 1. Ensure Drinking Water Board members and elected officials have sufficient training to make policy decisions.**

Measures:

- a. Conduct one dual Board meeting with the Water Quality Board by November 30, 2000. Potential topics include second home subdivisions, local subdivision approval processes, source water protection.
- b. Conduct three Board training sessions in November, December 2000, and March 2001. Potential topics/tours to be covered include the State Health Laboratory, federal rules (old and new), Rural Water Association of Utah's role.
- c. Work with new legislators after the elections (November 15, 2000) to educate them on potential drinking water legislative issues.

- 2. Develop method(s) of providing funding for emergency situations.**

Measures:

- a. Propose to the Board method(s) of providing funding for emergency situations. The proposal would include a review of authority (law and rules), definition of emergency, funding alternatives, sources of funding, and assignment of responsibilities.

3. **Investigate revising financial assistance policy which limits planning advances to \$5,000.**

Measures:

- a. An engineer will be assigned to review the Drinking Water Board's current policy of authorizing planning grants, its genesis, authorities, application and results and prepare a report for Board consideration containing a summary of any findings and recommendations for revisions.

4. **Develop a policy regarding the funding of projects for recreational or second-home subdivisions.**

Measures:

- a. An engineer will be assigned to review existing law and regulations for funding drinking water systems, poll other state funding programs (Utah's as well as surrounding states) to determine their policies relative to funding drinking water system improvements benefitting systems serving recreational or second home subdivisions, determine the nature and extent of health risks and compliance problems associated with those systems and prepare a report for the Drinking Water Board with any recommendations for future action.

5. **Educate others concerning resource shortages and attempt to gain additional resources.**

Measures:

- a. Write letter to Congressional reps outlining shortage of resources to fully implement PWSS program.
- b. By July 1, 2000, provide resource shortage issue paper to Brent and Dianne addressing program shortfalls.
- c. Request legislative assistance for next legislative session (if approved by Brent and Dianne).
- d. Seek external support for legislative assistance.
- e. Educate Governor's staff on resource assistance needs.
- f. Educate legislative staff on resource assistance needs.

- g. Earnestly attempt to get additional resources.



DIVISION OF RADIATION CONTROL

ANNUAL GOALS AND OBJECTIVES FY2001

DIVISION OF RADIATION CONTROL

FY2001 GOALS

MISSION STATEMENT:

"The mission of the Division of Radiation Control is to assure the citizens of Utah the lowest exposure to any form of radiation"

DEQ STRATEGIC GOAL

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.

2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DRC STRATEGIC GOAL

Limit the amount of radiation exposure to the general public to those levels which are the lowest level reasonably achievable (ALARA) to accomplish medical procedures and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, movement, remediation, and disposal of radioactive materials.

Measures:

1. Radiation exposure to the general public from medical procedures will be evaluated.

Entrance skin exposure information for the most common x-ray procedures will be collected by staff and qualified experts and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the Division database to enable tracking of exposure trends for the common x-ray procedures in Utah to evaluate the effectiveness of the Division inspection efforts.

2. Dose to high risk radiation workers remains within regulatory dose limits and is ALARA High risk radiation groups (Part 61 disposal operators (Envirocare), distributors of radioactive materials (Radiation Safety and Nuclear Products), and industrial radiographers will be surveyed on an annual basis and asked to categorize their employees for exposure based on personnel monitoring records. The measure will be a reduction in exposures at the higher levels for the same groups on a yearly basis.

3. Environmental monitoring of the air, soil, water, and/or biota indicates protective radiation levels are maintained and/or reduced at any facility storing, treating, or disposing of low level radioactive waste.

Review of environmental monitoring data for exceedance of established limits including:

- (a) air samples for radon and particulates
- (b) soil samples
- (c) vegetative samples
- (d) run-off water samples

Review of disposal records to ensure that even at maximum concentrations of radionuclides accepted for disposal, the dose for a person will not exceed a 100 millirem standard.

4. Problem radon areas are identified.

Radon test results from Division, local health departments, and vendor data are tracked by database by geographic location to enhance identification of problem radon areas.

DRC ANNUAL GOALS:

DIVISION GOALS:

1. **Form a Department of Environmental Quality task force in conjunction with the Division of Water Quality to study Agreement State status for uranium mills and groundwater authority for the Division of Radiation Control.**

Measures:

- (a). Hold four meetings to discuss the groundwater authority/Agreement State status issues with invited Stakeholders between March 2000 and June 2000.
- (b). Provide recommendations to the Department on both sets of issues from the Stakeholders.
- (c). Decide final Department strategy for the groundwater authority/Agreement State issue by August 1, 2000.

2. **Continue to strive to improve the working relationship with Envirocare of Utah**

Measures:

- (a). Continue bi-weekly priority meetings between Envirocare and DRC staff to discuss work processes with completion by June 30, 2001.
- (b). Determine if additional DRC resources are adequate and implement necessary procedures to procure said resources by September 1, 2000.
- (c). Continue to improve work processes to address priorities of DRC and Envirocare by June 30, 2001.

3. **Address the complex issues involved with Envirocare of Utah submission of a license application to receive Class B and C low-level radioactive waste.**

Measures:

- (a). Set up detailed schedules for completing the technical reviews relating to siting and licensing with completion of the technical review by December 1, 2000.
- (b). Prepare briefing documents for the Department on the issues of generator site access permits, land ownership, and oversight needs by July 1, 2000.
- (c). Brief the Governor and legislative committees as requested and needed prior to the 2001 Utah legislative session.
- (d). Prepare amendments to the Radiation Control Act as needed to address the

administrative and policy issues of Class B and C radioactive waste by August 31, 2000.
(e). Prepare building blocks, supplementals, or other funding request to address the Class B and C waste issues by July 15, 2000.

4. Provide support to the Governor's task force to oppose a temporary spent fuel storage site.

Measures:

- (a). The Division Director will coordinate issues with the manager of the Office of Spent Fuel Storage Opposition
- (b). The Division Director will complete assignments as directed by the Task Force Chairman (Executive Director of DEQ)
- (c). The Division Director will make staff available for technical input into the issues.

LOW-LEVEL WASTE SECTION GOALS:

5. Continue to provide an effective low-level radioactive waste regulatory program.

Measures:

- (a). Increase sampling and analysis of waste shipments.
- (b). Increased sampling and analysis of environmental data.
- (c). Eliminate groundwater issues backlog through joint priority setting.
- (d). Continue daily routine oversight.
- (e). Institute a modular annual inspection program by July 1, 2000.

6. Issue groundwater discharge permits to facilities with potential radiologic discharges.

Measures:

- (a). Maintain existing delegated groundwater discharge permits(GWDP), as needed.
- (b). Issue the International Uranium Corporation GWDP per agreed upon schedule.

7. Continue the Environmental Protection Agency sponsored State Indoor Radon Grant (SIRG)

Measures:

- (a). Develop and submit materials and budget for the partnership grant application by August, 2000.
- (b). Distribute radon detectors as necessary to perform studies as required by the SIRG.

(c). Continue outreach efforts to educate customers regarding radon risks through local health department.

8. Conduct appropriate project based environmental monitoring.

Measures:

- (a). Sample air, soil, vegetation, groundwater or surface water as required.
- (b). Ensure appropriate analysis and reporting.

9. Provide necessary field instrumentation to Division staff to utilize appropriately

Measures:

- (a). Maintain, calibrate and inventory all radiation detection instrumentation.
- (b). Surplus excess instruments as appropriate.
- (c). Provide emergency response equipment to staff.

10. Conduct an emergency response program.

Measures:

- (a). Yearly, review and update the Division emergency response plan and call list.
- (b). Respond to radiation incidents.
- (c). Participate in emergency exercises as available.
- (d). Participate in DEQ emergency response planning as requested.

11. Participate in the federal government surface and/or groundwater remedial actions at Salt Lake City, Green River, Moab and Monticello, Title I and II sites.

- (a). Provide hydrogeologic expertise to review and comment on any proposed remedial actions
- (b). Ensure the interests of the State of Utah are represented in the uranium mill area.

12. Continue to participate with the WGA in the Cooperative Agreement to provide funding for the emergency response training of responders.

Measures:

- (a). Prepare work plans for approval by the Department Of Energy.
- (b). Participate in WGA sponsored activities as required by the Cooperative Agreement.
- (c). Train responders throughout the shipping corridor.
- (d). Create a "transportation" issue web page.

13. Review License Application from Envirocare of Utah for Class B and C Low-Level Radioactive Waste Disposal.

Measures

- (a). Coordinate schedule for review with the Licensee and the Division's consultants.
- (b). Follow Division's processes, technical guidance, and rules for evaluating the license

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

14. Control the receipt, possession, use, and transfer of radioactive material to protect public health and the environment through a comprehensive licensing program. Action will involve the processing of applications for use of radioactive material under the terms and conditions of a specific license in accordance with Division policies and procedures. The purpose will be to ensure that an applicant's commitments are sufficient to provide for the safe use and control of radioactive material.

Measures:

- (a). Applications receive a primary and secondary review before being approved.
- (b). Applicants make necessary commitments to ensure safe use and control of radioactive material.
- (c). Applicants make use of applicable health physics procedures.
- (d). Status reports are made available to the public through the DEQ website.

15. Perform all inspections of specific licensees in accordance with the inspection program policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.

Measures:

- (a). Determine the impact of increasing the interval between inspections and act accordingly upon the information.
- (b). Update inspection forms, as necessary or appropriate.
- (c). A schedule of inspections by priority, geographic location, and previous inspector is prepared by December 15, 2000.
- (d). The time interval, established by the NRC, for completion of inspections is not exceeded.
- (e). A tracking system per fiscal year is maintained and monitored for reciprocity work notices.
- (f). Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure No. 101 (01/06/00) for fiscal year 2001.
- (g). Inspections are performed in accordance with DRC policies and procedures.

16. **Respond to complaints or allegations concerning improper use or control of licensed material and investigate incidents involving radioactive materials.**

Measures:

- (a). Where an on-site visit is needed to evaluate the conditions, it is made within 5 days of notification of the problem.
- (b). Submit an Abnormal Occurrence report to the NRC within 3 days of confirming that the problem meets the NRC's reporting criteria.
- (c). Prepare investigation reports and/or enforcement documents in a timely manner.

17. **Reciprocal Recognition Notices are issued to licensees sited in other jurisdictions.**

Measures:

- (a). Reminder notices are mailed to current reciprocity licensees before December 15, 2000.
- (b). Responses to applications are processed within 5 days of receipt of the application.
- (c). A tracking system is maintained for the fiscal year. This will be used to determine those licensees subject of radiation safety inspections.
- (d). Prepare investigation reports and/or enforcement documents in a timely manner.

18. **General Licensees are registered and inspected in accordance with Division policies and procedures.**

Measures:

- (a). New and changed registration materials are sent to a licensee within 10 days of receipt of a manufacturer's quarterly distribution report or notice of change from a licensee.
- (b). Inspections of general licensees who have received a new Certificate of Registration are performed within 90 days after issuance of the certificate.
- (c). A report is prepared by July 31, 2000 which lists the existing general licensees, who hold a Certificate of Registration, that are due for inspection (one inspection per 5 years).

19. **Complete the registration process for FY 2001 and prepare and send the registration materials for FY 2002.**

Measures:

- (a). Bulk mailings of the FY 2001 registration applications are completed during the last week of June 2000.

- (b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2000.
- (c). Individuals or corporations who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2000.
- (d). Preparation for the mailing of FY 2002 registration packets is completed by June 15, 2001.

20. Perform all inspections of registrants in an effective and efficient manner as well as in accordance with Division policies and procedures.

Measures:

- (a). New x-ray registrants are inspected within 90 days post registration.
- (b). Registrants who are past due for a safety inspection by 90 or more days are caught up by the end of the fiscal year.
- (c). Inspectors maintain a tracking log of circumstances where they perform a partial or a complete evaluation of an x-ray unit inspected by a medical physics consultant.

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem-solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.
- * Provide opportunity for all interested parties to have input into issues and processes.

Measures:

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working with customers to solve problems.

Measures:

5. Decisions and services provided within agreed upon time frames which best meet customer's needs.

Agreed upon schedules with licensees (# of schedules developed/times DRC has met schedule) are reviewed on a quarterly basis.

DRC ANNUAL GOALS:

DIVISION GOALS:

21. **The Division of Radiation Control will compliment the Department's "24 hour access" philosophy.**

Measures:

- a. The Division will participate on the Department's 24 hour access team that will set standards for access.
- b. The Division will evaluate access needs to compliance, permitting, administrative, and general information through the internet.
- c. The Division will develop and make accessible via the internet, a document tracking system, for the Envirocare B and C waste application process.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

22. **Establish conditions and circumstances so that the Section is open for 24-hour access.**

Measures:

- (a). Updates to the Internet website for the X-ray Section are made, as needed.
- (b). Reports of a registrant's status, for inspection and registration purposes, are made available to the public through the DEQ website.

23. **Improve communication with the regulated public and provide regulatory information to key customers.**

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.
- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for the public to have 24 hour access to applicable forms, rules, and guidance documents.

24. **Complete the registration process for FY 2001 and prepare and send the registration materials for FY 2002.**

Measures:

- (a). Bulk mailings of the FY 2001 registration applications are completed during the last week of June 2000.
- (b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2000.
- (c). Individuals or corporations who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2000.
- (d). Preparation for the mailing of FY 2002 registration packets is completed by June 15, 2001.

25. **Evaluate the impacts due to changing the inspection frequency.**

Measures:

- (a). Summarize the "lessons learned" as a result of the change.
- (b). Prepare and distribute a questionnaire to obtain feedback from hospitals or clinics. Evaluate this information and look for improvement opportunities.
- (c). Meet with and obtain feedback from the Utah Hospitals Association.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

26. Improve communication with the regulated public and provide regulatory information to key customers.

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.
- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for the public to have 24 hour access to applicable forms, rules, and guidance documents.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DEQ STRATEGIC GOAL

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- 1. Key problems identified by government partners are addressed and solutions developed and implemented.
- 2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- 3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working by partnerships to solve problems.

Measures:

6. Feedback on partnerships

DRC ANNUAL GOALS:

DIVISION GOALS:

26. **Participate in the Atlas Stakeholders Group Partnership to determine future actions regarding the Atlas tailings pile cleanup**

Measures

- (a). Organize, co-sponsor, facilitate periodic meetings of Atlas stakeholders to address the myriad of issues that must be addressed by the Trustee and eventually, the Department of Energy. Meetings will be held in July 2000 and January 2001.
- (b). Organize, sponsor, facilitate periodic meetings of the Atlas groundwater subcommittee to address the groundwater cleanup issues at the Atlas site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

27. **Provide assistance to others by way of a Partnership Agreement with the FDA, a mammography facility inspection contract with the FDA, and an inspection contract with the Department of Health.**

Measures:

- (a). Perform a minimum of ten (10) inspections of new x-ray unit installations in accordance with the FDA's protocol before April 14, 2001.
- (b). Perform the mammography facility inspection work approved by the FDA before close of the contract on June 30, 2001. Inspections are to meet standards prescribed by

the FDA.

(c). Mammography facility inspectors receive a rating, as part of an FDA audit, wherein the inspector demonstrates proficiency in applicable aspects of the MQSA inspection process.

(d). Develop and submit a performance contract, by August 31, 2000, for the inspection of specific health care agencies in accordance with protocols developed by the Department of Health, Bureau of Facility Review.

(e). Perform the facility inspections as requested by personnel from the Bureau of Facility Review within their time schedule.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- * DEQ actively promotes wellness survey.
- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

Measures:

1. Employees' feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

DRC STRATEGIC GOAL

The success of employees determines the success of the Division of Radiation Control. We will maintain a climate and structure in which employees can function to their fullest potential, anticipate that quality work will be recognized, opportunities for training and professional development will be provided, and the strategic goals of the Division of Radiation Control will be accomplished. Employee participation in strategic and annual goal setting is essential. Teamwork and problem solving are encouraged.

Measures:

7. Employee feedback.

On June 1st of every year, survey the employees of DRC to determine employee morale/satisfaction. The survey will produce a rating of 1 to 5 which can be compared from year to year.

8. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

All employees of DRC have performance plans that reflect annual goals. Managers will conduct performance evaluations based on those plans.

9. Continued use of quality recognition program.

Percentage of staff receiving quality recognition awards on an annual basis categorized by manager and colleague awards

DRC ANNUAL GOALS:

DIVISION GOALS:

28. Establish effective lines of communication within the Division of Radiation Control.

Measures:

- (a). Have monthly DRC staff meetings.
- (b). Send E mails on important issues to staff to help keep them informed.
- (c). Continue to promote the open door policy at all manager levels.

LOW-LEVEL WASTE SECTION GOALS::

29. **Provide technical and administrative support to Division radioactive materials licensing program.**

Measures:

- (a). Provide hydrogeologic and engineering staff technical support to the Division staff.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

30. **Establish conditions and circumstances so that the Section functions as a self-directed work team.**

Measures:

- (a). Section members continue to monitor the improvements made within the Section.
- (b). Section members meet as needed to make improvements and the Section Manager is advised of the progress by February 1, 2001.

ADMINISTRATIVE SECTION ANNUAL GOALS

31. **Financial management for Division programs will be provided.**

Measures:

- (a). Identify revenue sources utilizing existing information and projections.
- (b). Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.
- (c). Prepare schedules for Capital Equipment, Contracts, Professional/Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- (d). Update Fee Schedule prior to public comment in September/October 1999.

- (e). Prepare Building Blocks and Supplemental Requests per Department schedule for FY2002.
- (f). Finalize Budget for FY2002 per Department schedule.

32. Provide financial management for the Division to ensure maximum utilization of funding resources.

Measures:

- (a). Provide financial management for the Division to ensure maximum utilization of funding resources.
- (b). Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- (c). Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget OP Reports.
- (d). Provide budget recommendations and forecast to Division Director.
- (e). Prepare fiscal Notes for Legislative Fiscal Analyst during Legislative Session.
- (f). Identify revenue sources utilizing existing information and projections.
- (g). Monitor cash management procedures.

33. Provide management of Division Performance Partnership Grant, Cooperative Agreements, and Contracts.

Measures:

- (a). Renew existing Division contracts to maintain continuity of services.
- (b). Monitor financial payments on contracts.
- (c). Initiate new contracts.
- (d). Monitor the EPA performance partnership and other grants.

34. Manage travel budget for Division.

Measures:

- (a). Determine travel needs from Division Director and Section Managers.
- (b). Coordinate travel ceiling with Department Budget Officer.
- (c). Monitor travel utilization and update budget as needed.
- (d). Prepare travel requests and reimbursements for in-state and out-of-state travels.
- (e). Update staff on travel procedures.

35. Evaluate and determine appropriate training for administrative staff.

Measures:

- (a). Determine training needs for administrative staff.
- (b). Submit training needs to Division Director.
- (c). Participate in "in house" training opportunities.

36. Maintain a successful Records Management Program for the Division.

Measures:

- (a). Maintain current Files Index and distribute to Division staff.
- (b). Update Administrative Files.
- (c). Identify documents which may be archived.
- (d). Complete archive forms.
- (e). Submit appropriate documents and forms to Archives.
- (f). Make appointments for records access.
- (g). Maintain the library in an organized manner, removing reference material no longer needed by Division.

37. Prepare documents for the Utah Radiation Rules.

Measures:

- (a). Prepare proposed new rule or proposed changes to rule in Board format for approval of the URC Board.
- (b). If approved, prepare filing form for DAS/Rules and file with that office. in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- (c). Following the 30-day comment period, and upon the Board's approval, file Notice of Effective Date with DAS/Rules.
- (d). Prepare rule in public format to reflect effective changes.
- (e). Update URC Rules on the Wide World Web Site.
- (f). Provide paper or disk copies to licensees/registrants and public as required.

38. Provide data processing/communications tools to facilitate program goals.

Measures:

- (a). Provide quality assurance for database systems.
- (b). Prepare FY2002 Information Technology Plan for the Division.
- (c). Determine and provide for all data processing and communication changes and additions.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

DEQ STRATEGIC GOAL:

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are appraised of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

DRC STRATEGIC GOAL

Inform, educate, and facilitate Boards as proactive participants in shaping radiation control policy in the State of Utah.

Measures:

10. Board member, legislative, and elected officials feedback.

Number of Board meetings on an annual basis and number of feedbacks from Board members on a quarterly basis. Number of feedbacks from legislators and local elected officials on a quarterly basis.

11. Policy issues are resolved.

Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

DIVISION ANNUAL GOAL:

39. Continue to promote the effectiveness of the Utah Radiation Control Board.

Measures

- (a). Continue Board meeting on a monthly basis (with exceptions of February and July)
- (b). Keep the Board informed of key radiation policy/regulatory issues.
- (c). Forward appointments for July 1, 2000 to Nancy Brown by June 1, 2000 for replacement Board members.

ADMINISTRATIVE SECTION ANNUAL GOAL

40. Provide administrative secretarial support to Radiation Control Board.

Measures:

- (a). Prepare packets for mailout to Board members, coordinating with Division Director.
- (b). Post agenda to Wide World Web site.
- (c). Post agendas 24 hours prior to meeting.
- (d). Contact Board members regarding attendance.
- (e). Prepare additional handouts.
- (f). Set up room and record Board Meeting proceedings.
- (g). Other arrangements, as needed.
- (h). Transcribe and type minutes of Board Meeting.
- (i). Post minutes to Wide World Web site.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF SOLID AND HAZARDOUS WASTE

ANNUAL GOALS

FY 2001

ENVIRONMENT

DSHW STRATEGIC GOAL:

Protect human health and the environment from exposure to contamination by assuring safe waste management, including proper handling, transportation, treatment, storage and disposal of solid and hazardous waste, and used oil.

Measures:

P2→

- a. Provide pollution prevention and waste minimization assistance. Jointly evaluate the currently available hazardous waste generation data and look for opportunities to improve utilization of this information.
- b. Provide timely and effective enforcement/permitting response based upon a balance of priorities and available resources.
- c. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-superfund sites).

DSHW ANNUAL GOALS:

P2→

CPM→

H1→

1. Evaluate compliance and waste minimization status of solid waste, hazardous waste, and used oil handlers and facilities through on-site inspections and other evaluation activities.

Measures:

- a. Update inspection universe and develop inspection schedule for FY2001, by September 30, 2000.
- b. Complete targeted inspections by September 30, 2001.
- c. Continue implementation of the small quantity generator compliance assistance program in FY2001. Participate in joint state and federal sectors initiatives.
- d. Provide facility specific compliance and enforcement information through automated data systems.

- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact to note areas of progress and areas of concern.
- f. EPA Region 8 is placing increased emphasis on its implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR; implementation for any sites in Utah will be coordinated with DSHW.

CPM→ 2.
H1,H3→

Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY2001 performance activities.

Measures:

CPM→
H1→

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure plan approvals, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRIS) for all required data elements by the 15th of the month following the activity.

CPM→ b.
H3→

Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRIS data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.

- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff for ongoing coordination. Staff briefings will help to identify areas of progress and areas of concern and, as appropriate, will be shared with EPA.

CPM→ 3.

Maintain effective corrective action program, including stabilization of environmental

H3,H6,H7 releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

Measures:

- CPM→
H3,H6,H7
- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRIS). For RCRIS, all required data elements will be entered by the 15th of the month following the activity.
- CPM→
H3,H6,H7
- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe (including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075)), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- CPM→
H6,H7→
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- CPM→
H6,H7→
- d. Conduct periodic analysis of the effectiveness of corrective action activities. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) groundwater releases under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.
- CPM→
H6,H7→
- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to 2005) of how and when the environmental indicators of paragraph d. will be achieved. Updated projections will be submitted by October 1, 2000.

4. Continuously improve DSHW technical expertise in the RCRA program.

Measures:

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2001.

P2→

- b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

P2→

5. Evaluate waste minimization (pollution prevention) of hazardous waste.

Measures:

- a. Conduct periodic evaluations of supplemental environmental projects that are a part of a compliance action and the SQG compliance assistance program to determine their contribution to waste minimization and pollution prevention. These evaluations will consist of staff and/or facility contact to note areas of progress and areas of concern and, as appropriate, will be shared with EPA.
- b. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).
- c. Continue Division pollution prevention policy implementation. Provide pollution prevention (P2) information and technical assistance, via fact sheets, newsletters, and electronic media, to businesses that generate hazardous waste. Help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.
- d. Form working relationship between DSHW and EPA hazardous waste minimization program to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look at opportunities to reflect how state actions support national goals.

CPM→ 6.

H1→

- Report key program accomplishments as noted in the above annual goal sections via automated data systems (RCRIS) or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data, including compliance and enforcement data, and federally required data fields in RCRIS. EPA will work with the state to clarify or resolve universe issues and

provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRIS and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRIS for all required data elements by the 15th of the month following the activity.

Significant violators, significant noncompliers, and high priority violators will be identified and reported to EPA, utilizing appropriate RCRIS codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.

- EJ→** 1. The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; provide a four hour Environmental Justice Workshop; and share any available environmental justice resources. The State commits to participate in the workshop and utilize EPA staff and GIS resources as appropriate in the implementation of the State RCRA program.

Measures:

1. EPA will work jointly with the State to develop measures for evaluation.
2. Incorporate, as appropriate, environmental justice concerns in administration of the program.

DSHW STRATEGIC GOAL:

Balance economic factors with compliance and permitting actions.

Measure:

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

DSHW ANNUAL GOAL:

Consider economic factors in determining penalties for violations.

Measures:

- a. Use EPA economic computer models to assist in evaluation.

- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

DSHW STRATEGIC GOAL:

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

Measures:

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, task forces, etc., to provide maximum input in development of policies.
- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

DSHW ANNUAL GOAL:

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

Measures:

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

CUSTOMER SERVICE AND PARTNERSHIPS

DSHW STRATEGIC GOAL:

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, and problem-solving through cooperative efforts in all Division activities and partnerships.

Measures:

- a. Customer feedback is solicited and evaluated.

- b. Feedback on success of partnerships is received and evaluated.
- c. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.

DSHW ANNUAL GOALS:

- 1. Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

Measures:

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
 - b. The public will be involved as required by statute, regulation, or state public participation policies.
 - c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
 - d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
 - e. Internal processes will be assessed to identify areas for improvement.
- 2. The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

Measures:

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY2001, DSHW and EPA will review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, beginning of year plan (BYP)

projections, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.

1. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
 2. DSHW will work with the Region to contribute to the development of a national enforcement and compliance assurance strategy for the Metal Services sector.
 3. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.
- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.
- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Enviromental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DSHW STRATEGIC GOAL:

Develop statutory and regulatory authorities to qualify for continued program authorization.

Measure:

Updated program authorization is granted by the federal government.

DSHW ANNUAL GOALS:

1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2000 and which require adoption by the Solid and Hazardous Waste Control Board.

- b. Rulemaking process will be completed by August 2001.
- 2. Submit updated authorization applications to EPA to obtain maximum program authorization.

Measures:

- a. Submit final authorization application for Addendum 10 by 2/2001.
- b. Draft authorization application for Addendum 11 will be submitted to EPA for review and comment by 6/2001.
- c. Receive comments on draft Addendum 11 application from EPA by 9/2001.
- d. Jointly review the current MOA and program description. Any necessary changes will be jointly agreed to and submitted in a revised document by 12/2000.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

Measures:

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

DSHW ANNUAL GOALS:

- 1. Strong positive relationship established among DSHW, local health departments, and EPA.

Measures:

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
 - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
 - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
2. Local governments will be informed concerning solid waste, used oil programs, etc., in order to be able to comply with appropriate regulations and plan for future needs.

Measures:

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.

EMPLOYEES

DSHW STRATEGIC GOAL:

Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.

Measures:

- a. Employees' assessment of job satisfaction will be solicited.
- b. Individual performance standards will reflect strategic and annual goals.

DSHW ANNUAL GOALS:

- 1. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.

Measures:

- a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
 - b. Annual performance reviews are based on performance standards.
2. Provide appropriate training to employees to increase and foster professional development.

Measures:

- a. Name and number of employees attending training will be maintained.
 - b. Skills and abilities of staff will increase as demonstrated by work individual products.
3. Problems will be solved through cooperative effort of division staff.

Measures:

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.
 - b. Input from staff will be solicited on issues affecting entire Division.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIROMENTAL ISSUES

Facilitate polity makers as pro-active participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
4. Policy makers' trust in DSHW is developed and enhanced.

**DIVISION OF WATER QUALITY
ANNUAL GOALS
FY 2001**

MISSION STATEMENT:

Protect, maintain and enhance the quality of Utah's surface and ground waters to allow appropriate beneficial uses and protection of public health while giving reasonable consideration to economic impacts.

1. Foster integrated information management and 24 hour service through the Internet.

Measures:

- a. Convert surface water data base to the new STORET data base and investigate Internet access. (9/30/00)
- b. Implement ground water tracking and compliance data base and establish Internet access. (9/30/00)
- c. Implement electronic reporting for ground water DMR's. (10/1/00)
- d. Place all public notices on the DEQ website. (Ongoing)
- e. Develop a DWQ strategy to address resources and business practices which will increase DWQ information on the Internet to include: (11/15/00)
 - 1) Reports, fact sheets;
 - 2) Board agendas and minutes;
 - 3) Calendar items;
 - 4) Feedback mechanisms;
 - 5) Staff Contacts list and
 - 6) Strategies and management plans;
 - 7) DWQ forms.

- 8) Training of additional web page operators.
- 9) Identifying each section responsibility and participation.
- g. Participate fully in the DEQ permit tracking and compliance data base.
(On going)

2. Build Constituencies and Partnerships.

Measures:

- a. Report on results of first year of DWQ operations pertaining to ground water permit operating fees. (9/01/00)
- b. Develop a strategy to address onsite wastewater system training and certification needs. (5/30/00)
- c. Work with agriculture agencies and producers to address water pollution from animal feeding operations by:
 - 1) Developing a Utah strategy that is embraced by Utah agriculture and which may function in lieu of the federal strategy; (5/15/00)
 - 2) Develop a general CAFO permit which is understood and supported by the agriculture community; (9/30/00)
 - 3) Work cooperatively with agriculture groups and agencies to implement the strategy - (ongoing)
 - 4) Issue permits to large CAFO's. (12/31/00)
- d. Give assistance to Beaver and Iron County in addressing and implementing odor control measures and evaluating public health concerns. (Ongoing)
- e. Completion of a major watershed assessment report each year which includes stakeholder and public information documents, press releases and targeted mailings *and post reports on DEQ/DWQ web site..*
 - 1) Beaver River (9/1/99) - 8/1/2000
 - 2) Sevier River (3/31/00) - August 15, 2000
 - 3) West Colorado (6/1/00) - 7/31/2000
 - 4) Southeast Colorado (6/1/00) - 7/31/2000
 - 5) Bear River - 8/31/2000
 - 6) Weber River - 8/31/2000
 - 7) Utah Lake Jordan - 2/30/2001

- f. Develop and enhance cooperative monitoring efforts through development and renegotiation of MOU's.
 - 1) Forest Service (May 1, 2001)
 - 2) Bureau of Land Management (May 1, 2001)
- g. Work with the consulting engineers groups to develop *a more* efficient and refine and improve the TMDL contract qualifications process. (7/30/00)
- h. Develop a communication and education strategy for communities and others who will be affected by the new Stormwater Phase II regulations. (7/01/00)

3. Participate in planning efforts to insure that water quality issues are properly addressed for the Olympics.

Measures:

- a. Continue to coordinate closely with SLOC planners to insure that all wastewater issues are properly managed. (Ongoing)
- b. Insure that POTW's are prepared and involved. (Ongoing)
- c. Communications and coordinate with DEQ on Olympic issues and activities. (Ongoing)
- d. Continue to participate fully in the local health department alliance. (Ongoing)

4. Insure that DWQ emergency response procedures are adequate and effective.

Measures:

- a. Participate in DEQ exercises. (Ongoing)
- b. Evaluate DWQ procedures to make sure they are current. (9/1/00)
- c. Discuss emergency response procedures with DWQ staff. (10/1/00)
- d. Revise and update the list of DWQ responders including new cell phone and pager contact procedures. (5/30/00)

5. Improve and enhance DWQ employee resource issues. (Ongoing)

- a. Encourage use of incentive and on-the-spot awards through award status tracking reports every 4 months.

- b. Evaluate alternative means of recognition. (7/15/00)
- c. Foster more competitive compensation by providing professional group salary information to DEQ HR and by using ASI's where they can be justified.
- d. Improve team - work, understanding and support across section lines for all DWQ staff by considering:
 - a. Information sharing options
 - b. New staff orientation.
 - c. Technical exchange.
 - d. Cross training.
 - e. etc.
- e. Manage accountability issues.

6. Provide effective national and regional involvement where it will provide direct benefits to Utah.

Measures:

- a. Continue to participate in ASIWPCA, Western States Water Council, Colorado River Salinity Control Forum, Western Governors' Association and National Governors' Association. (Ongoing)

7. Manage the UPDES program to address the unified oversight measurement criteria.

Measures:

- a. The overall program rating score will improve. (3/01/01)

8. Complete the NPS program plan update.

Measures:

- a. Plan approved by EPA. (10/01/00)

9. Resolve federal water quality standards promulgation issues.

Measures:

- a. Complete antidegradation policy implementation procedure *negotiations with EPA (11/20/00)*
- b. Complete use attainability analysis for irrigation ditches and canals. (3/01/01)

10. Complete TMDL's for impaired waters.

Measures:

- a. Work with consulting engineer groups and state purchasing to improve our solicitation process.
- b. Refine our TMDL scope of work and establish formal contract management and tracking procedures. (7/15/00)
- c. Complete 303(d) list of impaired waterbodies (6/01/00)
- d. Complete TMDL is according to schedule. (Ongoing)
- e. Award TMDL contracts for each fiscal years money by (4/01/00)
- f. Maintain TMDL accountability and tracking system. (Ongoing)

11. Develop and implement a NPS funding administration strategy for the SRF program.

Measures:

- a. Work with stakeholders and financial experts to develop implementation approach (7/30/00)
- b. Adopt implementing rules (12/01/00)

12. Work more effectively with District Engineers.

Measures:

- a. Conduct semi-annual meeting with district engineers to improve coordination and identify priority work. (2 meetings per year)
- b. Clarify facility O&M visits, establish schedules, identify paperwork and track results. (8/1/99)

13. Effectively track response times and manage within agreed upon goals. (Ongoing)

Measures:

- a. Submission of monthly exceptions report to Branch and Division Directors.
- b. Managers maintain tracking systems to address timeliness of all reviews.
- c. Data routinely provided for the DEQ permitting and compliance data base.

14. **Complete water program rulemaking to meet the needs of Utah.**

Measures:

- a. Antidegradation implementation policy. (3/31/01)
- b. Stormwater phase II Regulations. (12/31/00)
- c. U.I.C. Regulations. (12/31/00)
- d. NPS/SRF Rules. (_____)
- e. On-site system certification rules. (12/01/01)
- f. *On-site system Rule Revisions phase 2* (12/01/01)
- g. Groundwater rule update. (3/31/01)

15. Plan and begin implementation plan for the stormwater phase II program.

- a. *Dec. 31, 2000 - 1st Draft of Utah's General Municipal SW Permit*
- b. Oct. 30, 2001 - Public notice final General Municipal SW Permit
- c. Mar. 8, 2003 - Municipal permits issued
- d. Mar. 1, 2008 - Program fully implemented

**DEPARTMENT OF ENVIRONMENTAL QUALITY
EXECUTIVE DIRECTOR'S OFFICE
ANNUAL GOALS
FY 2001**

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

EDO

1. Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.

Measures:

1. Encourage accountability for problem solving at all levels.
 - A. Application of operating principles
 - B. "Strategic" thinking
2. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
3. Congressional and legislative goals are accomplished (get resources and laws we need.)
4. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

CUSTOMER SERVICE

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

EDO

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
 - Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.
 - Recognize successful collaborative problem-solving.
2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
 - Are we meeting their needs?
 - What else do they need from us?
 - Have you seen a change - is it going the right way?
 - Have we shared feedback?
3. Recognize good work of division directors/managers throughout Department and employees in Department offices.
 - Use recognition other than money.
 - Use money.
 - Provide leadership in establishing and implementing QAT recommendations.
4. "Go the extra mile" to help customers.
 - Ensure prompt response to letters, phone calls and inquiries. Followup.
 - 7 working days response to correspondence from Gov office and EDO.
5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Brent and Dianne.
6. Develop and implement customer service training for Department receptionists (Deb, Bev, Jill, and Marva).

Measures:

1. DEQ solicits customers' opinions.
2. Customers accept our recommendations.
3. Division/office directors ensure prompt and complete customer service.
4. Receptionists are valued first-contacts in the Department.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah.

Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

EDO

1. Actively promote State/EPA/local partnerships in planning and implementing environmental programs that meet Utah's needs.
2. Inform Governor, Legislators and Congressional Delegation of successful state/federal partnerships and request assistance as needed to maintain workable state/federal relationships.
3. Focus on areas of contention (enforcement and superfund) to be able to work together effectively.

Measures:

1. Establish and maintain regular communication with Region VIII administrator and deputy administrator.
2. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
3. Problems are solved by partners.
4. Problems are solved at division level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division level have been exhausted.
5. State leaders are informed on environmental issues and they support Department recommendations.
6. EPA does not overfile division enforcement actions.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

EDO

1. In the course of doing business, ask local government officials how we are doing.
2. Continue LHD initiatives in SW Utah and the Uintah Basin.
3. Partnership Council.
 - Identify policy issues and work for solution.
 - Recommend and support implementation of QAT actions.
 - Utilize Partnership Council as part of the planning process.
 - Advocate EPA-DEQ-LHD partnership to address community issues.
4. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
5. Olympics
 - Work with LHD's and Department of Health to identify, implement, and monitor

activities and programs to support the 2002 winter games.

6. Delivery Plan/Contract.

- Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.

Measures:

1. Implementation of QAT recommendations.
2. Partnership council meets on an ongoing basis.
3. Identification of priorities/problem solving (track actions).
4. Feedback from local health departments and local government on DEQ environmental programs.
5. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.
6. Address priorities identified by community-based partnerships.
7. Assist in developing additional LHD and local government capacity to determine environmental services and programs.
 - A) Training needs justified and addressed
 - B) Liaison functions between local and federal government as appropriate
 - C) Assist in obtaining appropriate federal funding assistance for local health department projects associated with partnerships.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

1. Employee feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.

EDO

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors.
2. Establish regular process for communicating with Division Directors' secretaries. Identify problems and resolve.
3. Department meeting - once a year.
 - DRN to meet with divisions once/year.
 - DRN/BCB to attend other meetings as requested.
4. Expand and strengthen Quality Council's role and responsibilities.
 - Implement Quality Council communication recommendations, communicate progress to employees.
 - Plan and oversee implementation of TQM.
5. Expand and strengthen the EDO Quality Council (Executive Director's office, OSS, PPEA and HRM.)
 - Meet one hour once a week as a Quality Council.
6. Implement leadership development plan.
7. Provide opportunities for training and professional development.
 - Identify training and professional developments needs in performance plans for all employees.
8. Establish and emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.

9. Enhance the leadership and management skills of DEQ's management team.

Measures:

1. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
2. Establish clear agendas for Quality Council.
 - Get feedback.
 - Track kinds of training given to Quality Council.
 - Track Quality Council role in TQM implementation.
3. Track meeting coordination and do "lessons learned" debriefing.
4. Training and professional development needs are identified and tracked through performance plans.
5. Leadership Development
 - Managers feel that they have tools and ability to more effectively lead and implement the Department vision.
 - Managers participate in leadership development through training and mentoring.

BOARDS

Clarify the roles of the boards. Inform and educate members so that they can evaluate policies and make informed decisions.

Measures:

1. Board members receive information necessary for knowledge of roles, responsibilities and key issues.
2. Policy issues are resolved and the record of meeting reflects decisions and information considered in making the decision.

EDO

1. Provide information necessary to Governor's office in a timely manner for board appointments.

2. Activate and provide leadership and support for the Environmental Coordinating Committee.

Measures:

1. Governor's office receives timely and complete recommendations for board appointments.
2. Environmental Coordinating Committee feedback indicates that the committee is providing sufficient coordination on environmental issues.

IT ANNUAL GOALS

FY 2001

IT STRATEGIC GOAL:

Support the Department of Environmental Quality's mission by providing DEQ, regulated entities, and the public with simple access to accurate information that answers environmental questions and improves the way DEQ does business.

- Provide technical support for the Environmental Information Management Initiative
- Ensure DEQ network resource availability and functionality in support of DEQ business processes.
- Support the development and evolution of technology and information standards.

IT ANNUAL GOALS:

1. Review and redesign the DEQ IT support model to ensure that technical support is aligned with customer expectations and resource availability.
2. Deploy Microsoft Word in a uniform, consistent manner across the department including training, document conversion and coordination of standard templates.
3. Support the deployment of new division and program data bases.
4. Ensure network stability by maintaining network and application software at most current release levels.
5. Ensure that DEQ is in compliance with software licensing requirements.
6. Deploy new remote access technology and train customers.
7. Develop plan for migration of financial and administrative data bases to Oracle.
8. Develop proposal for a uniform approach to desktop support and problem reporting.
9. Coordinate inter-departmental technology exchange and sharing to promote technology equalization.
10. Enhance IT team customer service and support skills by participation in formalized service and support training.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF SUPPORT SERVICES

FY 2001

CUSTOMER SERVICE

DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information and clear direction to customers.
- * Involve customers in the rule making process.
- * Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Execute a formal procedure to identify our customer's needs.
- * Execute a procedure for evaluation of all our current procedures.
- * Improve coordination and communications with our current procedures.
- * Make timely decisions.

Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

OSS ANNUAL GOALS:

1. OSS Quality Council will meet with key employees (as identified by Division Directors) of each Division to discuss the quality of services being provided and any possible services that are necessary, but not currently being provided. An e-mail will be sent to each Division Director requesting the meeting to be scheduled and outlining the general topics of discussion. This will allow the Division Director time to alert staff and collect items they may wish to discuss. This will be done on an "as needed" basis.
2. The Budget Section will continue to work with SSC's and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and forecasting
3. The Budget Section will continue to explore options for other budget preparation and forecasting systems.

4. The Budget Section will develop a process of exchanging information with the fiscal analyst's office that will reduce the need to retype documents we submit. This includes the fee document and the programs descriptions. The objective of this is to reduce errors.
5. The Budget Section will prepare various analysis of historical budget reductions; unfunded program requirements; performance measures history by division; costs per FTE charts and a detailed analysis of General Fund.
6. The Budget Section will develop a schedule of significant budgeting due dates.
7. The Budget Section will update the Travel Procedures and implement new processes to improve the Travel System.
8. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
9. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
10. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement
11. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.
12. The Finance section will continue to provide training and customer support for the DP1 system.
13. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
14. The Finance Section will review the Department's use of wireless telephones to determine that the Department is using its resources wisely. This will include a review of the available plans from the available vendors and employees' usage.
15. The Finance Section will review the existing grant application and award processing procedures to determine if the processing time and incidence of lost/missing documents can be reduced.
16. The Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse. This will enhance their ability to

obtain timely financial information for making management decisions.

17. General Services will coordinate and chair the Department's Risk Management Committee meetings on a quarterly basis.
18. The General Services Section will produce space designs, (cubicle modifications) and provide them to divisions and offices directly where possible, without the aid of an outside contractor. Designer software and computer upgrade are required to meet this goal.
19. General Services will continue to participate as a member of the State's Furniture Committee and represent the Department at the Division of Fleet Operations meetings.
20. General Services will research and provide information to Quality Council on various options for implementing a new identification card system for Department use.
21. OSS employees will be expected to participate in applicable state-wide policy formulating committees and work groups in order to:
 1. Ensure alignment of Department business processes with State business processes.
 2. Influence State policy and procedures to satisfy DEQ needs.
 3. Communicate and coordinate State policies and procedures with the rest of the Department.

EMPLOYEES

DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized and meet employee and management needs.

OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- * Standards must be established and followed for communicating pertinent information to each employee in the office.
- * Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- * Develop within existing resources the most efficient professional development program possible; and
- * Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS ANNUAL GOALS:

- * Quarterly meetings with all employees of OSS will include the following discussions:
 - a. Status of progress toward achievement of OSS annual goals;
 - b. Employee suggestions for procedural enhancements.
 - c. Status of the Department's and various Division's progress toward achievement of annual goals; and
 - d. Other department/office initiatives.
- * Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.
- * All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
- * The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations dealing with the Administration of Federal Grants. All new proposals will be monitored and appropriate feedback will be provided by OSS.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership identifying and resolving problems.

MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.

**DEPARTMENT OF ENVIRONMENTAL QUALITY
OFFICE OF HUMAN RESOURCE MANAGEMENT
STRATEGIC AND ANNUAL GOALS
FY 2001**

ENVIRONMENT

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

OHRM STRATEGIC GOAL:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in customers to solve problems.

Measures:

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.

2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

OHRM STRATEGIC GOAL

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

- A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.
- B. Evaluate policies and procedures
- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Skills Match to provide the Qualified Applicants.

Measures:

1. Procedures developed.
2. External and internal customer feedback.
3. Re-engineering provides successful, understood transition of Class/Comp., to skill-based class/comp., process.
4. Customer Feedback.
5. Contract goals followed
6. Operating principles are displayed and utilized as part of business practice.

OHRM ANNUAL GOAL:

Review, revise and develop policies and procedures enhancing customer service.

Measures:

1. By 10/1/00 review current policies to insure compliance with new State and Federal requirements.
2. By 10/1/00 identify policy needs.
3. By 11/1/00 develop or amend needed policies/procedures.
4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM will provide information to employees on a regular basis.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government..

- * *Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.*

- *The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.*
- *Focus on teamwork and partnership in identifying and resolving problems.*

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

OHRM STRATEGIC GOAL:

OHRM revise/review and coordinate statewide Department trip reduction program.

Measures:

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees

ENHANCE POLICY MAKERS" (LEGISLATURE< OTHER ELECTED OFFICIALS< AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES.

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

OHRM STRATEGIC GOAL

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential..
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.

- * Provide opportunities for training and professional development.
- DEQ actively promotes wellness.
- Employees will perceive DEQ as a desirable place to work.
- DEQ is effective in recruiting and retaining quality employees.

Measures:

1. Employee feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

OHRM STRATEGIC GOAL:

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

OHRM ANNUAL GOAL:

Review, revise, assess and develop applicable training programs.

Measures:

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.
4. Driver Safety training will be offered quarterly.
5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.
8. Leadership/liability training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback

OHRM STRATEGIC GOAL:

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

Measures:

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.

5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

OHRM ANNUAL GOAL:

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance wellness referral program.
4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

OHRM STRATEGIC GOAL:

Maintain complete, orderly, and confidential personnel records which document employee performance, record benefits, employee development, training and compensation.

Measures:

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.

OHRM ANNUAL GOAL:

Employee personnel files will be maintained in accordance with established guidelines.

Measures:

1. DHRM delegation agreement will be followed.
2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
3. All new employees' files will be developed within two weeks of new employee orientation.
4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
6. Provide information to employees, assist to understand process.
7. Continue to provide support in USM and other DHRM sponsored programs..

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF PLANNING & PUBLIC AFFAIRS

STATE FISCAL YEAR 2001

ANNUAL GOALS

PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, press relations, pollution prevention, public education, planning, small business assistance and environmental justice.

ENVIRONMENT

PPA STRATEGIC GOAL: #1

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

PPA PLANNING GOALS:

1. Coordinate information and participate when requested with Utah Tomorrow Committee, UACIR, and SUPAC.

Measures:

- a. DEQ measures are incorporated.
- b. Information and issues from the Utah Tomorrow Committee, UACIR, and SUPAC are coordinated through appropriate DEQ channels.

2. Provide planning support to statewide initiatives.

Measures:

- a. DEQ participation in Governor's 21st Century Communities initiative.
- b. Information and issues from statewide initiatives are coordinated through appropriate DEQ channels.

3. Provide planning support for DEQ initiatives.

Measures:

- CBEP SW→** a. Maintain Southwest community-based planning effort:
- UB→** b. Continue community-based planning effort in Uintah Basin.
- P2→** c. Pollution Prevention cross-media projects identified and completed.
- d. Incorporation of environmental indicators into Local Health Department contracts, Performance Partnership Agreements, and Uintah Basin Partnership.
- e. Completion of FY 2001 Performance Partnership Agreements.
- f. Completion of End-of-Year report for FY 00 PPA.
- g. Assist with Environmental Information Management Initiative (EIMI).
- 4. Provide policy support for DEQ initiatives.

Measures:

- a. Assist with tribal relations issues.
- b. Monitor Environmental Justice, Sustainable Communities, and CBEP issues.
- c. Upon request, assist with Environmental Council of States (ECOS) and Common Sense Initiative (CSI) issues.
- d. Assist with development of DEQ's small business policy.

PPA STRATEGIC GOAL #2:

- P2→** Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.

PPA POLLUTION PREVENTION ANNUAL GOALS:

- P2→** 1. Develop pollution prevention program and provide training.

Measures:

- a. Administer P2 grant by preparing applications and quarterly reports, monitoring budget, and providing department oversight for P2 initiatives.
- b. Maintain P2 homepage and library.
- c. Identify training opportunities to support integration of P2 into DEQ programs.

d. Coordinate and provide assistance to the regional Peaks to Prairies center.

P2→ 2. Integrate pollution prevention concepts into risk mitigation strategies and community-based efforts.

Measures:

CBEP→ a. Participate in community-based environmental planning and implementation efforts.

P2/CBEP→ b. Identify P2 opportunities in CBEP activities in Southwest and Uintah Basin.

P2→ 3. Identify and encourage opportunities for incorporation of pollution prevention into permits, compliance and enforcement actions, and outreach activities.

Measures:

a. Coordinate with regional and national P2 initiatives and promote within DEQ.

b. Promote and educate on the use of SEP in enforcement negotiations.

P2→ 4. Encourage energy efficiency and conservation by partnering with the Office of Energy Services and through various other state and private programs.

Measure:

a. Continue partnering with the State Office of Energy Services to provide P2 educational opportunities to schools and the public.

b. Partner with Tree Utah Program to reduce urban heat island effect in Salt Lake City.

c. Continue to partner with water conservation groups educational efforts and on the State annual water education calendar.

d. Continue to partner and participate in the development and implementation of Utah's environmental debate program for 5th graders.

P2→ 5. Encourage pollution prevention to Utah citizens through Project Environment and other Utah Society for Environmental Education (USEE) projects.

Measure:

a. Partner with USEE on annual Earth Day Festival and represent DEQ's goals and objectives by serving as a Board Member for USEE

- b. Partner with USEE in implementation of an annual educators conference.
- c. Partner with USEE and SLOC in development of Utah Environmental Education Council to inventory Utah EE resources, and develop Utah characteristics for good EE.

P2/OLY→6. Serve as DEQ contact for development and implementation of Local Health/Olympic Alliance (EPHA) group.

Measures:

- a. Provide DEQ coordination and technical assistance to Alliance and sub-committee including serving on the Executive Committee and:
 - 1. Waste Water sub-committee
 - 2. Solid Waste sub-committee
 - 3. Drinking Water sub-committee
 - 4. Environmental Response sub-committee
 - 5. Air Quality sub-committee
 - 6. Various olympic community planning workgroups
- b. Coordinate and oversee EPA/HHS funds provided to EPHA to support a coordinating position for the Alliance.
- c. Serve as liaison between DEQ and EPHA for Olympic planning and protection.

P2/OLY→7. Serve as secondary contact for Utah Olympic activities. Provide assistance to DEQ Director (primary contact) on a regular basis.

Measure:

- a. Pollution Prevention concepts are incorporated into Olympic environmental activities.
 - b. DEQ has developed and collected environmental "issues" list and pollution prevention projects and is preparing public documents that describe our efforts.
8. Serve as DEQ coordinating representative for the following Olympic related groups:
- a. EAC-Sustainable Facilities
 - b. EAC-Materials Management
 - c. EAC-Environmental Education
 - d. EAC-Monitoring
 - e. NRCC 2002
 - f. Public Safety Command
 - g. Tele 2000

- h. Utah Environmental Partners Group
- i. Transportation Management Association

Measure:

Pollution Prevention strategies are incorporated into Olympic related activities.

- P2/OLY→** 9. Coordinate DEQ's internal Olympic workgroup.

Measure:

Coordination of DEQ Division Olympic activities is achieved.

Olympic activities related to pollution prevention are measured and promoted.

- CBEP/P2→** 10. Coordinate with Utah Indian Tribes as they develop environmental programs.

Measures:

- a. Provide technical assistance on an as-needed basis.
- b. Provide training opportunity's and information bi-monthly.

- P2→** 11. Encourage the incorporation of pollution prevention concepts to Utah's business community.

Measures:

- a. Continue to oversee and coordinate DEQ's Pre-Design conference program.
- b. Continue development of Green label program with participation from the Department and Divisions and other state and federal agencies.
- c. Continue to serve as board member and work with Utah's Pollution Prevention Association.
 - 1. Completion of annual pollution prevention conference.
 - 2. Completion of annual pollution prevention award program.

- SBA→**
- d. Integrate P2 into all DEQ small business assistance.
 - e. Provide technical assistance to businesses throughout Utah.
 - f. Coordination with NIST/Manufacturing Extension partnership. This will include development of a P2 business tool kit to be disseminated to Utah businesses.

- g. Develop and implement year one of Utah's Design for the Environment project.

P2→ 12. Continue to support source reduction and recycling activities throughout Utah.

Measures:

- a. Coordinate with DCED on promoting Market Development Zones project.
- b. Provide technical assistance to the Recycling Coalition of Utah.

PPA STRATEGIC GOAL: #3

Promote a sustainable relationship between economic development and environmental protection by coordinating work with small businesses and related organizations.

SBA→ PPA SMALL BUSINESS ASSISTANCE GOAL:

- 1. Facilitate the development of the DEQ small business assistance policy.

Measures:

- a. Public participation plan maintained through the Compliance Assistance Panel, DEQ Boards, and other entities (such as UBRN).
- b. Small business policy is implemented.
- c. Inspector and general DEQ training developed and implemented.
- d. DEQ Yellow pages, business assistance page and twenty four hour internet access completed.
- e. Expand staff business "empathy" training with other agencies.
- f. Investigate Environmental Management Systems/PacifiCorps training.
- g. Assist with department Environmental Information Management Initiative.

SBA→ 2. Coordinate with other state/local entities.

Measures:

- a. Develop working relationship with the Utah Manufacturer's Extension Partnership (UMEP).

- b. Serve as UMEP board representative for DEQ.
- c. Continue to participate in the Utah Business Resource Network (UBRN).

SBA→ 3. Serve as small business ombudsman for DAQ/DEQ.

Measures:

- a. Serve as DAQ Small Business Ombudsman and assist DAQ Business Assistance Program as requested.
- b. Assist small businesses with DEQ permitting processes and other programs as needed.
- c. Assist DEQ divisions with the development of appropriate outreach materials.
- d. Participate with outreach opportunities such as conferences, presentations, etc. to provide information to small businesses.
- e. Continue to develop and work towards cross-media Small Business Assistance program with DEQ.

CUSTOMER SERVICE

PPA STRATEGIC GOAL #4

Promote environmental excellence by providing public information and participation opportunities.

PPA PUBLIC EDUCATION ANNUAL GOAL:

- 1. Link public education projects across divisions.

Measures:

- a. Correlate 1-800 calls to education initiatives.
- b. DEQ initiatives incorporated into Take Pride in Utah.
- c. Assess the response of targeted audience.
- d. Distribute Project Environment materials.
- e. Coordinate redevelopment of DEQ display and department-wide participation in

the State Fair, League of Cities and Towns conferences, Earth Day and other outreach opportunities.

2. Oversee content and coordinate information dissemination on DEQ Home Page.

Measures:

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.
- b. Update Home Page as needed, edit content especially on main Department and Division pages, standardize page titles and footers, and assure that copy is written clearly and concisely, using Associated Press style guidelines.

PPA COMMUNITY RELATIONS ANNUAL GOALS:

1. At the request of the Divisions, provide assistance in preparation and implementation of community action plans for specific projects and programs.

Measures:

- a. Training is conducted, on request, on community action plans.
 - b. Plans are developed in conjunction with project or program manager.
 - c. At the conclusion of a project, a survey or other feedback tool is administered to determine success.
2. Provide coordination of environmental justice issues.

Measures:

- a. Provide grant information to interested entities.
- b. Assist with EJ questions as needed.

PPA MEDIA RELATIONS ANNUAL GOALS:-

1. Coordinate DEQ media relations.

Measures:

- a. DEQ media policy is followed.
- b. Reporters use DEQ's public information office.

- c. Staff use DEQ's public information office.
- 2. Provide training for DEQ staff to handle interview situations and public presentations.

Measures:

- a. Dry runs are conducted prior to public presentations.
- b. Develop and provide media training to all Divisions.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

PPA STRATEGIC GOAL #5

Coordinate delivery of environmental services with local health departments and local governments.

PPA LHD LIAISON ANNUAL GOAL:

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

Measures:

- a. Environmental Service Delivery Plan is aligned with DEQ Goals and Objectives.
- b. Signed contracts, MOU's or updated sections of Environmental Service Delivery Plan.
- c. Pollution Prevention efforts are coordinated in Environmental Service Delivery Plan.

EMPLOYEES

PPA STRATEGIC GOAL #6

Promote environmental excellence through teamwork and mutual support; in providing training and recognition; and by working to enhance internal communication.

Measures:

- a. Value-added roles for PPA staff in department activities.
- b. Training provided.

- c. Teamwork and individual efforts recognized.
- d. Internal communication strategy developed.

PPA EMPLOYEE ANNUAL GOALS:

1. Create training opportunities and support participation in professional organizations.

Measures:

- a. Training provided.
 - b. Participation in professional societies.
2. Use staff meetings to share project information, to encourage synergy, and to recognize individual and team effort.

Measures:

- a. Staff meetings held and attended.
3. Use formal/informal reward system to recognize and acknowledge individual and group achievements.

Measures:

- a. On-the-spot and incentive award recognition used.